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The relation between the quality of the mission statements and the performances of the state universities in Turkey

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Abstract

Mission statements it is an important strategy and communication element for the reasons that it present basic purposes, borders of activities of organizations, it includes principles and values which create public image and motivate stakeholders. Statement's adaptation to basic criteria will make them more effective. Mission statements should include three groups of elements: stakeholders, components, and purposes. This study, searching for the elements mentioned above, in mission statements, was implemented on entire Turkish private universities. 64 mission statements form 103 state universities were analyzed. Essentially, state universities' mission statements include stakeholders in low rate, and components and purposes in high rate. Generally, Turkish state universities' statements are functional.

Key Words: Quality of mission statement; Turkish State Universities, organizational performance, web sites

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1. Introduction

The purpose this study; is to search the quality of mission statements of universities in terms of number of components that fits the ideal one and determine the relationship between this quality of mission statement and the academic performances of the universities in Turkey. The study includes the following steps. First; related literature about the quality of the mission statement and organizational performance relationship will be presented. Second, methods and hypothesis will be given. Then, findings will be presented and discussed. Finally, a general conclusion including suggestions for further research will be presented.

2. Literature Review

2.1. Mission Statement

A mission statement is the basic phase of a strategic planning process which presents the major reason for the existence of a firm. A mission statement is expected to include industry, stakeholders, purposes, geographic scope, unique characteristics, output, and elements of its culture. At the same time, it communicates organizations' direction and purposes, keeps it in the frame of a specific operation area and controls this, guides and motivates all the

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stakeholders while informing them (Bart and Baetz, 1998:824-825; Bartkus et al., 2000:23-27; Davies and Glaister, 1997:594). “Mission is about satisfying stakeholder needs” (Bart and Baetz, 1998: 826). Mission statements facilitate setting strong links with society by attracting them with the contents or created image.

Universities as non-profit organizations should have mission statements which have content through societal benefit with scientific contribution, quality education, and guiding community. A university mission statement should have influence on all of the stakeholders as students, academics, managerial employees, managers, families, government and interacted institutions to achieve an excellent academic level.

2.2. Contents of an Ideal University Mission Statement

2.2.1. Stakeholders Mentioned in Mission Statements

Bartkus et al. (2004; 2006) presented that a mission statement must include several stakeholders: Customers, employees, investors, society, suppliers, competitors, state. This is a necessity for private sector firms or public firms to present an ideal mission statement.

An ideal university mission statement should include employees, academics, administrators, society, students, other search institutions, other universities, government, and graduates. These are the stakeholders of a university. For a university; it is essential to refer them to provide a strong integration, and unity. Especially to refer/advert administrative personnel and academics, administrators as employees; and also to refer students will motivate them accordance to universities’ aims, purposes and reason to be. This will make them more efficient, therefore as a whole efficiency of the university will increase. To refer other universities and other search institutions in the mission statements will allow cooperation for research projects, academic and student exchange. Referring government, university will get its support and respond to demands. By referring them in mission statements; society will be encouraged to set up close links with university, and to present their support to it; students will try to do their best, and realize how valuable them all.

2.2.2. Components Mentioned in Mission Statements

As adapted from the literature (e.g. Davies and Glaister, 1997; Bart and Tabone, 1999., Bartkus et al., 2004; 2006); components of a university mission statement as the following: industry, services, desired public image, concern for satisfying customers/target students, concern for employees, geographic scope, values/philosophy, motivational message of excellence or unique identity, benefit to society, distinctive competence, future orientation, and academic objectives.

2.2.3. Objectives Mentioned in Mission Statements

Bartkus et al. (2006: 88-89) determined four objectives for an ideal mission statement. First of all, it declares the direction of a firm, which is about presenting a future orientation. Secondly, mission statements present the boundaries of an organization in terms of business activities; therefore it includes expressions to prevent the implementation of inappropriate operations. If a mission statement mentions at least two of the following components; industry, customer, geographic scope, and distinctive competence; it serves as a control mechanism. Third, by presenting organizational values or philosophy, it facilitates employees’ non-routine decision making. Finally, an ideal mission statement should include a statement or a word that express a shared sense of purpose/view to motivate or inspire employees, which is about excellence or societal benefit. These four objectives also are in the framework of this study to be searched.

2.3. The Quality of Mission Statements – Organizational Performance Relationship

Bart and Baetz (1998: 827) examined the relationship between mission statements and organizational performance. Scholars mentioned these reasons for how mission statements increase organizational performance: first, mission statements provide better staff motivation to achieve organizational purposes. Second, mission statements allow better management practices by motivating employees through organizational goals. These two major benefits can be realized if organizational targets, philosophies, values, and priorities are accepted by the employees without questioning.

In the literature there are a few studies on the quality of a mission statement and the performance measures of the firms. The methods which were used in these studies were also used in this research to analyze Turkish university's mission statements. For example; Bartkus et al. (2006) searched about this subject from Fortune Global list; on the relationship between different quality measures of firms and financial measures of performance. In a study of 78 hospitals, Bart and Hupfer (2004) found a positive significant relationship between the stakeholders cited in mission statements and executive perceptions of financial success (Bart and Hupfer, 2005: 98-105). Also; Bart (1997a) "looked at several stakeholder groups (customers, employees, suppliers, society, shareholders) and found a significant negative relationship between including anyone stakeholder group in the mission and financial performance" (Bartkus et al., 2006: 87). In their study of the largest 30 Japanese, European, and U.S. firms; Bartkus et al. (2006) found a positive relationship between the quality of a firm's mission statement as measured by the inclusion of specific stakeholder groups and firm performance (Bartkus et al., 2006: 88-89). They also found that; there is a positive relationship between the quality of a firm's mission statement, as measured by the inclusion of specific components and firm performance. Bart and Baetz (1998) discuss the relationship between mission statements and firm performance and found that there was a little evidence to support these types of hypothesis. Accordingly, the results of the data analysis showed that, just a few hypothesis of this research were supported. Bart and Baetz (1998: 838-842) found that significantly higher performance is related with existence of formal written mission statements. They also found that there is positive relationship between performance and mission statement satisfaction. Furthermore, performance was discovered to be positively and significantly correlated with the degree of mission statement creation operation satisfaction and the level of involvement internal stakeholders to that process. Moreover, Bart and Baetz (1998) achieved that there was a significant positive correlation between the degree of performance evaluation system perception and it's accordance with mission statement. In addition, these scholars presented that significantly higher performance was related with the official mission statements that includes organizational values and purposes. However, their hypothesis which asserts that, significantly higher performance would be related with the firms which have a mission statement includes financial goals and business strategy; was not supported. Finally, it was found by the scholars that there was a significant negative correlation with two performance measures: percentage change in sales decreases and mission statement's perceived performance on employee behavior diminishes.

Davies and Glaister (1997) found that mission statements of United Kingdom business schools are mostly associated with their planning processes and presents the purposes of the school to its stakeholders.

It can be estimated that there is a positive relationship between the quality of a mission statement as measured by the presence of each individual stakeholder group and the performance of the university. Mentioning stakeholders might encourage them to cooperate and contribute to the organization more. The feeling of belonging will be increased and it will be easier to integrate all of the mentioned stakeholders for the unity of the organization. From this point of view; as the stakeholders of a university; employees, academics, administrators, students, society, other research organizations, other universities, government, graduates and families should be motivated by universities in their mission statements to encourage them present their best individual performances for the organization. This kind of university might be more attractive for high level students, and academics; also, this kind of university will easily gain public or governmental support. Individual performance increase will facilitate the increase of overall university performance. The number of stakeholders that were mentioned in university stakeholders might have significant links with the performance of university.

H1a. There is a positive relationship between the quality of a mission statement as measured by the presence of each individual stakeholder group and performance of the university.

University mission statements that include many stakeholders can be expected to be more successful in getting the support of its considered stakeholders. A university like this might have a wider view which can lead it a more satisfactory position for stakeholders in terms of achieving high organizational performance. This result also would attract a more positive cycle in which stakeholders support or contribute the university in the most possible level. In addition, mentioning the stakeholders itself may encourage stakeholders to deal with activities and needs of a university, by gracing them. Mentioning any stakeholders may also lead a strong power to be formed as the integration of various stakeholders.

The universities which stress just a few stakeholders in their mission statements might gain limited support from them probably because of lack of the inspiration or emotion. This type of mission statements will not contribute to the process of motivation of the whole university society for the common purposes of the university. Therefore, it will be realistic to expect that:

H1b. Universities that include a greater number of stakeholders in their mission statement will have significantly higher performance than universities that include fewer stakeholders.

The components of a mission statement present the basis of an organization's operations, orientations, and interactions. This study searches the existence of industry, services, public image, students as target customers, employees, geographic scope, values/philosophy, motivational message of excellence, benefit to society, distinctive competence, future orientation, and academic objectives. The Turkish state universities should mention the university as education, research institution or technology inventor. The services can be mentioned to attract stakeholders, but especially the society. The services might be any contribution to the stakeholders, society, nation, and the humanity. The public image is shaped by the values, principles, and the philosophy of the university, which guides the stakeholders. It was also searched if any university accepts students as customers in accordance with the daily market view. The employees, especially managerial employees are very important to support the activities of the academics and the top management. The geographic scope is important to learn which cities, regions or countries are among the targets of the university to serve. The values/philosophy component is important to understand the cultural bases of the university's operations or strategy. Any message which indicates an excellence will motivate and inspire the stakeholders to work harder or demand more. The words about to benefit the society, nation, region, country or humanity will reflect the interest of the university to all these. Distinctive competence shows the basic difference of a university from others which can be related with activities, operations, culture, purposes, interests or attitudes. Future orientation is the core characteristic of strategic approach that can be expected to be included in any mission statement. The academic objectives might be presented as education, research, technology invention, or cooperation for these.

The existence of the components mentioned above indicates the quality which a mission statement should have. Thus, a quality mission statement can be claimed to reflect the wide view of an organization. Therefore, an organization with a wider view may be more successful and achieve a higher performance level.

H2a. There will be a positive relationship between the quality of a university's mission statement as measured by the presence of geographic scope and the university performance.

Bart and Baetz (1998: 841) found that there is positive relationship between the existence of values/philosophy in the mission statements and the financial performance.

The values/philosophy of a university provides especially moral, ethical bases and basic principles for the activities, operations, attitudes and behaviors of the stakeholders of organizations. The stakeholders of the Turkish state universities will be orientated in terms of behaviors, attitudes, work and ambitions in the frame of the university purposes by the values, philosophy, and the principles. The values and the philosophy of a university or an organization may allow setting up close links with the stakeholders. Furthermore, mission statements encourage the stakeholders to support the organization because of the positive and influential image it had created. It will be a realistic expectation to suggest that the organizational performances of Turkish state universities which depend on their academic success will be increased through the existence of values and philosophy in their mission statements.

H2b. The organizational performances of the Turkish state universities are significantly and positively associated with the existence of values/philosophy.

The motivational message of excellence or societal benefit may make the mission statements more effective to orientate the stakeholders to work for the purposes of the organization and contribute it to increase the organizational performance. Moreover, these elements of mission statements reflect the position of the organizations in their core business and its importance for the society.

H2c. The organizational performances of the Turkish state universities are significantly and positively associated with the existence of motivational message of excellence or societal benefit.

H2d. There will be a positive relationship between the quality of a university's mission statement as measured by the presence of distinctive competence and the university's performance.

H2e. There will be a positive relationship between the quality of a university's mission statement as measured by the presence of and future orientation and the university's performance.

Bartkus et al. (2006: 88-89) determined four objectives for an ideal mission statement. First of all, it declares the direction of a firm, which is about presenting a future orientation. Secondly, mission statements present the boundaries of an organization in terms of business activities; therefore it includes expressions to prevent the implementation of inappropriate operations. If a mission statement mentions at least two of the following components; industry, customer, geographic scope, and distinctive competence; it serves as a control mechanism. Third, by presenting organizational values or philosophy, it facilitates employees' non-routine decision making. Finally, an ideal mission statement should include a statement or a word that express a shared sense of purpose/view to motivate or inspire employees, which is about excellence or societal benefit. These four objectives also are in the framework of this study to be searched.

Bart and Baetz (1998: 841) found that there is statistically significant negative relationship between the existence of organizational financial performance objectives in the mission statements and the performances of the firms.

Future orientation reflects the purposes of a firm and also presents the road map of an organization. Future orientation states the vision of an organization or in this situation a university that should be achieved. The university mission statements which include a future orientation may inspire the stakeholders to succeed in the process. Furthermore, it can provide the unity for that purpose and strengthen the belonging of the stakeholders which can lead an increased organizational performance.

The control mechanism is about keeping an organization in a specific a planned route. The universities that have mission statements which mention at least two of the industry, customer, geographic scope, and distinctive competence can be expected to have a higher organizational performance. The universities or any organizations which are just focusing on their own duties will be more efficient as a result of specialization. However, a university also should be interested in many sides of social life, the problems of the public and the needs of societal life. This situation makes the universities to have broad range of activities and operations with a wide outlook. Consequently, it can be expected that an university that have a mission statement regarding control mechanism should have a higher organizational performance.

The values and the philosophy of a university provide the principal bases and the principal framework for the activities and the operations. These two organizational elements set up close links with the society, creates an efficient public image if they are strong enough. If the mission statement of a university include the values and the philosophy this will give an opportunity to the stakeholders to reference their actions easily and decide fast and effectively. Hence, this situation would increase the performance of the universities.

Finally, if a university mission statement includes a statement or a word that express a shared sense of purpose/view to motivate or inspire employees, which is about excellence or societal benefit may a higher level organizational performance as a consequence of that motivation and inspiration.

These four objectives of an ideal mission statement together or as integrated should have a link with the organizational performance.

H3a. There will be positive relationship between the quality of a university's mission statement, as measured by the presence of each objective (e.g., sense of direction, control mechanism, non-routine decisions, and motivation) and university's performance.

The number of objectives mentioned in the mission statements of universities may have a link with the organizational performances of the universities. It will be a realistic approach to expect that there can be a positive correlation between the number of objectives mentioned in the mission statements and the performances of the universities. With all these future orientation, control mechanism, non-routine decision making, and motivational message of excellence a university may have a more sophisticated route to operate, this can increase its performance.

H3b. There will be a positive relationship between the quality of a university's mission statement as measured by number of objectives mentioned in the mission statement and the university's performance.

Some organizations don't have mission statements. Related with the reasons of this situation Bart and Baetz (1998: 827) quoted from Ireland and Hitt (1992) that; organizations don't have mission statements, because: "no one in the organization will read it; too much effort/work; impractical; an academic exercise; don't need it (i.e. already successful without one); would reveal too much confidential information; lack of generalist skills to develop; top management preoccupation with operational matters; and comfort with the status quo." In the literature one more Bart and Baetz (1998: 827) presents that: Klemm et al. (1991) found that there was no relationship between the existence of mission statement and employee turnover or profits. However, Campell (1989, 1993) and Young (1991) were mentioned to found that mission statements change the organizational performances. Bart and Baetz (1998: 838) found that firms which have a formal written mission statement had higher organizational performance than that had no written mission statements.

The state universities of Turkey which have mission statements may have higher academic or organizational performances than these don't have. Mission statements as inspirational, motivational tools are unifying or strengthening the unity, presenting a future orientation, keeping in the framework of basic operations and setting up emotional relationships with all the stakeholders.

H4: There is a positive relationship between the existence of mission statements and the academic performances of Turkish state universities.

Bart and Baetz (1998: 833-842) found that organizational performance was positively and significantly correlated with the length of organization's mission statement. Scholars also emphasized that mission statements should be short in length to be easily remembered and influential.

In this study, it will be suggested that organizational performances of the Turkish state universities are significantly associated with the lengths of the university mission statements. This is because of the position, inspiration, emotion, and motivation of the mentioned stakeholders. When the length increases also the number of mentioned stakeholders,

components, and the objectives increase. By this way, satisfaction, expectation, and the contribution of the stakeholders will extend. As a result and reflection of these new vision organizational will also be improved.

H5: The organizational performances of Turkish state universities are associated with length of their mission statements.

3. Methods

The data of the research was taken from the websites of the state universities. The performance measures of the universities will be the order of the university on the list of index publications for 2009-2010. Presenting the relationship between the quality of the state universities' mission statements and the organizational performance relationship will be the basic contribution of this study. The research process was designed by especially benefiting from the studies of Bartkus et al. (2006).

Evaluation of the mission statement quality depended on the sum of three different part of content analysis. First of all, the existences of stakeholders were searched. Therefore, employees, academics, administrators, students, society, other research institutions, other universities, government, graduates, and families are these stakeholders. Then, the components were examined in the same way, as industry, services, public image, students as target customers, employees, geographic scope, values/philosophy, motivational message of excellence, benefit to society, distinctive competence, future orientation, and academic objectives. Objectives mentioned in the mission statements were future orientation, control mechanism, non-routine decision making, and motivate-inspire employees. Any mission statement can be a tool of control mechanism if it includes at least two of these components: industry, customer, geographic scope, and distinctive competence. A mission statement can contribute to the action of non-routine decision making if organizational values or philosophy are included in it. Finally, a motivational message is any message or word which motivates or inspires the stakeholders. These item each and as a whole were taken an evidence for quality of the mission statements of the state universities.

The performance measure of the state universities was their coefficient in the indexed publications list for 2009-2010 which was taken from the Turkish Higher Council of Universities' "Higher Education Statistics" book. The hypotheses were tested by statistical analysis as correlation, and t-tests. The relation between the quality of the mission statement and the academic performances of the Turkish state universities were presented especially by the results of the correlation analyses and when needed rarely by t-tests. The means of the values for stakeholders, components and elements of the control mechanism were used in the statistical analyses process when needed.

4. Results

Table 1 Descriptive Statistics of the Variables

Variable	Frequency	%	Mean	Standart Dev.
STAKEHOLDERS				
Employees	9	14.1	.140	.350
Academics	13	20.3	.203	.405
Administrators	8	12.5	.125	.333
Students	59	92.2	.921	.270
Society	56	87.5	.875	.333
Other Research Institutions	8	12.5	.125	.333
Other Universities	8	12.5	.125	.333
Government	7	10.9	.109	.314
Graduates	8	12.5	.125	.333
Families	3	4.7	.046	.213
COMPONENTS				
Industry	63	98.4	.984	.125
Services	61	95.3	.953	.213
Public Image	58	90.6	.906	.293
Customer Students	0	0	.000	.000
Employees	9	14.1	.140	.350
Geographic Scope	55	85.9	.859	.350
Values/Philosophy	53	82.8	.828	.380
Motivational Message	56	87.5	.875	.333
Benefit to Society	58	90.6	.906	.293
Distinctive Competence	52	81.3	.812	.393
Future Orientation	21	32.8	.328	.473
Academic Objectives	60	93.8	.937	.243

OBJECTIVES				
Future Orientation	21	32.8	.328	.473
Control Mechanism	61	95.3	.953	.213
Non-Routine Decision Making	53	82.8	.828	.380
Motivating-Inspiring Words	57	89.1	.890	.314

N= 64

As shown at Table 1; the highest rate for stakeholder that were mentioned in the mission statements is the students (59; 92.2%), then the society (56; 87.5%). These two stakeholders of the Turkish state universities were given the best importance, and this is also the reflection of the priority of the Turkish state higher education system. The academics (13; 20.3%) are the third stakeholder group that was included in the statements, then the others: the employees (9; 14.1%), the administrators (8; 12.5%), other research institutions (8; 12.5%), other universities (8; 12.5%), the graduates (8; 12.5%), the government (7; 10.9%), and the families (3; 4.7%).

The order for the mentioned stakeholders in terms of the rate implies the priorities and the popular and the target stakeholders for the Turkish state universities. The rate of the academics (13; 20.3%) should have been higher, with pointing out the most significant qualification of them to attract the best students, and families and to motivate the academics. The percent and the rate of the general managerial employees (9; 14.1%) and the administrators (8; 12.5%) are relatively low. Mentioning the managerial employees and the administrators may strengthen their sense of belonging and increase their personal performances. Moreover, the low percent of the “other research institutions” (8; 12.5%) and the “other universities” (8; 12.5%), probably demonstrates the level of the openness and the orientation of the universities to the collaboration with similar organizations. Furthermore, the graduates (8; 12.5%) should be mentioned more to gain their support and to motivate them in their jobs and businesses. Additionally, to set up good and advanced relations and to gain their contribution or support to the activities and operation the government (7; 10.9%) and the families (3; 4.7%) should be included more in the statements.

The order of the mentioned components at the mission statements of the Turkish state universities shows that the industry (63; 98.4%), the services (61; 95.3%) and the “academic objectives” (60; 93.8%) were mostly included or pointed out. The basic necessities of any mission statements has satisfied in this specific type of mission statements, in terms of given activities, implementations, practices or purposes. The other mostly included components of the mission statements were “benefit to society” (58; 90.6%), “public image” (58; 90.6%), “the motivational message of excellence or societal benefit” (56; 87.5%), the values/philosophy (53; 82.8%), the “distinctive competence” (52; 81.3%), the “future orientation” (21; 32.8%), the employees (9; 14.1%), the “customer students” (0; 0%).

The rates of the objectives that were included in the Turkish state university mission statements are as the “control mechanism” (61; 95.3%), the “motivational-inspirational words for employees” (57; 89.1%), the “non-routine decision making” (53; 82.8%) and the “future orientation” (21; 32.8%).

Table 2 Correlations of the Means of the Basic Variables – Total

Variable	Mean	Standart Dev.	Stakeholders	Components	Objectives	Performance
Stakeholders	.279	.214	1			
Components	.712	.136	.442**	1		
Objectives	.746	.211	.112	.784**	1	
Performance	.864	.590	.054	.071	.194	1

**Correlation is significant at the 0.01 level (2-tailed), N= 64

As it is shown in Table 2 the statistical results revealed that there is no statistically significant relationship between means of the stakeholders, the components, the objectives and the academic performances of the Turkish state universities. This result shows that there is no statistical evidende to support H1a, which claims that is a positive relationship between the quality of a mission statement as measured by the presence of each individual stakeholder group and performance of the university. The correlation results also presents that there is no support to hypothesis H1b, that suggests that the universities that include a greater number of stakeholders in their mission statement will have significantly higher performance than universities that include fewer stakeholders. These both hypothesis were rejected.

This correlation results also demonstrates that, there is a statistically significant relationship between the means of the components and the means of the stakeholders (.442; .000). This is a low level correlation but shows the consistency for the content of the Turkish state university mission statements. Furthermore, there is a high level and

statistically significant relationship between the means of the objectives and the components of the statements (.784; .000), again, as an evidence for the coherence.

Table 3 Correlations Between the numbers of the Basic Variables

Variable	Mean	Standart Dev.	Stakeholders	Components	Objectives	Performance
Stakeholders	2.765	2.143	1			
Components	8.531	1.642	.442**	1		
Objectives	2.984	.845	.112	.772**	1	
Performance	.864	.590	.061	.072	.194	1

**Correlation is significant at the 0.01 level (2-tailed), N=64

Table 3 demonstrates the correlations between the numbers of the basic variables. Similar results were obtained with the correlations between the means of the basic variables. As another related evidence for the situation of hypothesis H1a and H1b, there is no statistically significant relation between the numbers of the stakeholders and the performance, the components and the performance, and the objectives and the performance. Furthermore, again there is a statistically significant relationship between the components and the stakeholders (.442; .000) and the objectives and the performance (.772; .000).

Table 4 Correlations Among the Variables – 2

Table 7. Correlations among the variables							
Variable	Geographic Scope	Values/ Phil.	Motivational Message	Distinctive Compet.	Academic Objectives	Performance	
Geographic Scope	1						
Values/philosophy	-.065	1					
Motivational Message	.255*		.329**				
Distinctive Competence	.036		.206	.182		1	
Academic Objectives	.267*		.053	.098	.207	1	
Performance	.150		.035	.165	-.113	-.060	1

* Correlation is significant at the 0.05 level (2-tailed)

**Correlation is significant at the 0.01 level (2-tailed)

Table 4 presents that, there is no statistically significant relationship between the existence of the geographic scope, values/philosophy, motivational message, distinctive competence, academic objectives and the academic performances of the Turkish state universities. Therefore, there is not any statistical evidence to support the hypothesis of H2a, H2b, H2c, and H2d. At the same time, the existence of the motivational message is positively and significantly correlated with geographic scope (.255; .005); also, academic objectives significantly and positively associated with the geographic scope (.267; .005). In addition, there is statistically positive relationship between the existence of the motivational message of excellence and the existence of the values/philosophy in the mission statements of the Turkish state universities (.329; .000).

Table 5 Correlations Among the Variables – 3

Varibale	Future Orient.	Control Mec.	Non-Rout. Dec. Mak.	Mot. Ins. Words	Num. of Objec.	Performance Criteria
Future Orientation	1					
Control Mechanism	.150	1				
Non-routine Decison Making	.039	.095	1			
Motivating-Inspiring Words	.128	.396**	.238	1		
Number of Objectives	.656**	.525**	.584**	.650	1	
Performance Criteria	.246*	.065	.035	.07	.194	1

* Correlation is significant at the 0.05 level (2-tailed),

**Correlation is significant at the 0.01 level (2-tailed), N=64

Table 5 presents that, the “future orientation” of the Turkish state universities which was reflected in their mission statements is positively and significantly associated with the academic performances of the Turkish state universities (.246; .05). This result supports the hypothesis H2e. However, there is statistically significant relationship between the academic performance and the “control mechanism”, non-routine decision making”, and motivating-inspiring words”.

Also, the number of the objectives that were included in the statements are not related with organizational performance.

Table 6 Correlations Among the Variables – 4

Varibale	Mean	Standart Dev.	Existence of Mission	Performance
Existen. of Mission	.621	.487	1	
Performance	1.265	4.603	.091	1

N=103

As it can be seen from the Table 6, there is no statistically significant relation between the existence of the mission statement and the academic performances of the universities. This result reveal that there is no support to the hypothesis H4.

Table 7 Correlations Among the Variables – 5

Varibale	Mean	Standart Dev.	Length	Performance
Length	54.406	31.183	1	
Performance	1.591	5.796	.032	1

N=64

At the same time, the lenght of the mission statements are not significantly associated with the academic performances of the universities, therefore, there is not any support to the hypothesis of H5, which claims the opposite.

Conclusion

This paper has investigated the relation between the contents of the mission statements of the Turkish state universities and the academic performances of these organizations; and, has shown that there is no significant and positive correlation between these two types of variables except just an inconsiderable one. It was also shown that the length and the existence of the state university mission statements is not significantly associated with the academic performances. The results of this research do not support the idea that mission statements of the organizations motivate, inspire and encourage the stakeholders to work harder to increase the organizational performance. In general, therefore, it seems that further researchs are needed to test the impacts of the mission statements on the implementations, and indirectly on the outputs of the business organizations.

The Turkish state universities have mission statements in a rate of 62 %, and this situation demonstrates that most of these institutions request to benefit to own it in terms effecting stakeholders, setting up high level public image, providing the unity, to encourage and strenghtening the belonging. This study has found that generally mission statements include the basic and essential components. The percent and number of the components and the objectives are higher than the included stakeholders. Therefore, the Turkish state universities should mention more different stakeholders to make the statements more effective, as a result to get a higher organizational performance.

As a recent debate going on about the measurement of the performances of the universities, if the type of performance variable changes then the results such as in this study may change too. In other words, if the debate is to be moved forward, a better understanding of performance measurement needs to be developed. Further investigation with a new type of performance varibale is strongly recommended. This research will serve as a base for future studies and encourage to associate and search the relationships of the statements of organizations these are presented on the websites, with their performances. This research has thrown up many questions in need of further investigation. The current study was unable to study analyse the impacts of the mission statements in market and on the stakeholders directly. Further work needs to be done to establish whether the stakeholders and performances of the organizations as business firms or universities, schools, other non-for profit or for-profit institutions are effected or not by the existence and the content of the mission statements.

This study may enhance the undertanding of the mission statement and extend the concept while relating it with the orgaizational performance. Although the results have not supported the previsions the attempts to set up mission statements to contribute organizational performance should be continued.

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